

# AIRSpeed Gazette

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## Work center 411/414

You all may have noticed big things are happening around the building. One major change was the new layout of Work Center 414. During the weeks of June 26 to July 14, the AIRSpeed team worked to combine Work Centers 411 and 414, to design and implement a new layout that promotes single piece flow through the work center and items stored at point of use. AD2 Johnson and AT2 Slone led the Rapid Improvement Event, with assistance from team members ATCS Keltner, AT1 Hawes, PR1 Hiser, AD1 Guillermo, AD2 Sosa, AD2 Rioja and AM2 Lofton. During the event, the team used several Lean tools such as simulated layout exercises, and VSMs to identify areas of improvement. In addition to these tools the team was able to draw on knowledge gained from past events and fresh new ideas to reduce TRR by 6 days, distance traveled for HAZMAT, stencil making processes, and improve the work center's 5s score.

## RIE held from June 26 to July 14

During the weeks of June 26 to July 14, a RIE was conducted to combine Work Centers 51B and 92D. The RIE was lead by AE1 Long, LT Bernard, and AM2 Herrera and involved team members AM1 Knatterud, AT1 Hart, AE1 Gidley, AS2 Saldivar, and AMAN Villa. Findings during a previous VSA for 51B and 92D, discussed in the last AIRSpeed Gazette, showed both processes are essentially the same. The RIE facilitated the merger of both Work Centers 51B and 92D. Goals for the event were to design an effective and efficient corrosion control work center by improving personnel management and shop layout. During the RIE, the team used multiple Lean tools to identify areas of improvement, (simulated shop layouts, previous VSA findings, and a 5s event). The team was also able to work with Santa Barbara Applied Research to effectively communicate renovation needs for the new paint booth design. Finally, they were able to clean up the paint booth's "lean- to" area, design drop-off/pick-up areas, and draft an SOP that reflects the newly combined work centers' procedures and responsibilities.



*The team for the Paint booth RIE plans the layout for the work center.*

## WAVE III

**THE TIDE ROLLS INTO 600 DIVISIONS E-2 WING**

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*These work centers primarily serve our mighty Hawkeye community, and their goal is to satisfy those customers down the street in a timely and efficient manner.*

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Advanced Theory Of Constraints is once again visiting the Avionics branch located in BLDG 385. During Waves I and II work centers 610, 620, 65A, and 69B were designed and activated. This quarter three more Avionics work centers followed in their footsteps. Work centers 65B(CASS shop), 65D(RTBS shop), and 65F(CAT IIID) are currently working on their design.

These work centers primarily serve our mighty Hawkeye community, and their goal is to satisfy those customers down the street in a timely and efficient manner. In order to come up with a design TRR (Time to Reliably Replenish) these work centers utilized EBST (Enterprise Buffer Sizing Tool). With this tool in their arsenal, they were able to find the work centers 90% historical TRR, a number that is often unrealized and, once viewed, elicits quite a reaction. From this point, the work center completed the "AS-IS" documentation. By doing this, it was easier to recognize deficiencies in their processes. The shops then listed constraints that negatively affect TRR.

The next step was to work on "TO-BE" documentation. The designated ATOC representatives went back to their shops and discussed, with everyone, solutions for the list of constraints. They then incorporated the changes into the "TO-BE" documentation and came up with a design TRR, the desired time it takes to reliably replenish Supply Officer assets once the constraints have been remedied or properly exploited using the five TOC focusing steps. The shops also drafted a POA&M (Plan Of Action & Milestones) and a transitional TRR graph. These last two actions go hand-in-hand and provide an action plan that ultimately leads to the design TRR.

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*"Historical TRR, a number that is often unrealized, and once viewed, elicits quite a reaction"*

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The work centers also collaborated with Supply, again using EBST, to buffer size the item in their ICRL. Buffer sizing—what is that? EBST, an AIRSpeed tool accessed through the Internet, provides insights into risk management, using visual representation of historical demand patterns in the last three years. It provides information to determine buffer sizes based on TRR values. Armed with this data, the work centers suggest the appropriate amount of stock to hold in inventory. By properly sizing the buffers, the possibility of an EXREP is minimized.

A hearty BZ goes out to the participants of Wave III, thanks for your hard work and innovative ideas.

## AIMD Point Mugu hosts Green Belt Training

“Death by power point”, was the predetermined verdict for the outcome of Green Belt training. So on the morning of August 24, twenty-six people filed into the AIRSpeed classroom prepared for the worst. Members of the class were varied: officers, enlisted, O-level, I-level, supply, even reservists. However, everyone was ready.

A sample of lessons taught included: Lean Processes, 5S, Six Sigma methodology, and facilitation skills. The class also got hands on experience by working on simulations in groups. One simulation, Move – it, focused on Standard Operations, each teams had the opportunity to utilize multiple standard operations tools (Standard worksheet, Time observation worksheet, and process flow diagrams). Another simulation, known as the Statapult exercise, was geared more towards understanding the application of Six Sigma. Again, teams were formed and they worked together to understand variation and metrics. These events made class much more interesting, and made the tools much more tangible to the group.

Facilitators Lisa Oakes and Ivan Radovic did a fantastic job teaching and relating each topic to the group. AIMD also had some Black Belt candidates getting some signoffs by teaching topics from the Green Belt curriculum, Bravo Zulu to all of the instructors. Class ended on Friday with certificates and prizes for each team. The final step for class completion will be to pass a test based on the material covered throughout the week. Good luck to our Green Belt candidates, and we look forward to seeing you engage in process improvement efforts at AIMD Point Mugu and throughout the fleet!



*One of the teams works together on the Statapult exercise.*

## Test Cell VSA

During the week of 24-28 July, the Test Cell had its first VSA. A team that was lead by AT2 Slone set up shop in the “B” cell, formerly used for jet engines, to complete a Value Stream Map. The team members were: AD2 Young (co-lead), AE1 Long, AS2 Calilung, and AT2 Ulrich. A great big thank-you also goes out to 450 shop personnel and especially the civilians out there for sharing their valuable experience.

The team used multiple Lean tools to come up with their current and future states, (i.e.: VSM, Spaghetti chart, pick chart, and brainstorming). Using these techniques, the team identified the Non-Value Added steps, which provided direction for future state ideas. The suggestions that came from the VSA will be implemented via JDIs (Just Do Its), and the upcoming RIE.

The Test Cell’s future state will highlight a number of changes: Notably a 57% reduction in travel around the test compound and a 33% improvement in cycle time at the Test Cell. The improved future state will also improve the shop’s 5S score and ultimately its TRR.



*Preparations for an engine run at the test cell*

## AIRSPEED SHOP OF THE QUARTER

### CONGRATULATIONS WORK CENTER 430

Work center 430 is AIMD's *AIRSpeed* shop of the quarter. The shop led by AD2 Santinizio, has done a fabulous job implementing *AIRSpeed*.

The most noticeable sign of the work centers success is visually apparent. The new layout of the shop has been meticulously maintained. The shops design incorporated single piece flow, which is easy even for an outsider to follow.

Work center 430 also has done an outstanding job with ATOC design. They are completely on target for the goals that have been set thus far. If anyone is curious about the shop performance, he or she need only look at the charts on the *AIRSpeed* bulletin board.

Thanks AD2 Santinizio, AD2 Gonzales, and AD2 Yu. You all have provided a model for the rest of AIMD to follow.

### AIRSPEED QUOTE

"This is not a fad that will die out. It's been tried, it's been tested, and it's true. If you look at the best-run companies in industry, this is part of the heart and soul that's making them successful,"

- Mark Price,  
President of George Group Federal Services, part  
of Dallas-based George Group Consulting